



The Department of Community Development

**Animal Protection & Control
Division**

STRATEGIC PLAN

Section:

- A. Mission**
- B. Values**
- C. Stakeholders**
- D. Mandates**
- E. Performance Measures**
- F. Feedback Analysis**
- G. Performance Gaps & Issues**
- H. Goals, Objectives, Tasks**

A. Mission Statement

To provide for the safety, health and welfare of people and animals through enforcement of regulations, coordination of resources and responsiveness to community needs.

B. Animal Protection & Control Core Values

- Always treat others with consistency and respect.
- Being responsive to community needs.
- Accepting cultural diversity.
- Striving for a positive and creative work environment.
- Maintaining personal and professional integrity.
- Invest in professional excellence.

C. Stakeholders

- General Public
- Animal Owner and Non-Owner.
- Animal Welfare & Interest Organizations (Profit & Non-Profit)
- Elected Officials
- Local Governments
- Local Regulatory Agencies
- State Agencies.
- Federal Agencies

D. Mandates

Community Mandates:

- Provide for the public health, safety and welfare
- Provide quality customer service
- Maintain an awareness of changing perspective & demographics
- Conduct operations with fiscal responsibility
- Administer County Code Title 8 Animals

Legal Mandates:

- County Code-Title 8 Animals
- RCW-Chapter 16 Animals, Strays, Brands, Fences
- Inter-local agreements

E. Performance Measures

Administration Program:

This program is responsible for developing policies and procedures, providing budget and financial control and providing oversight for the overall operations of the division. It administers inter-local agreements for the provision of animal control and sheltering service. In conjunction with the Animal Protection & Control Advisory Board, this program facilitates communication, and coordination of animal interest organizations, to provide public/private partnership programs which benefit the people, and animals, of the community.

Objective

Indicator

Cost efficient Programs

Population per FTE:

<u>1997</u>	<u>2000 Projected</u>
29,191	33,250

Quality Customer Service

Customer Service Evaluation Form:

Excellent	100%	Fair
Good		Poor

Licensing Program:

This program addresses the County Code mandate calling for dog and cat licensing by annually transacting pet licenses and documenting the currency of immunizations. It also maintains humane standards for animal care through inspecting and licensing animal businesses and private domestic animal facilities. This program offers support and incentives to encourage spaying and neutering of pets with the intent of reducing the number of unwanted animals and its associated animal neglect. Pet Licensing Officers provide for enforcement and education of licensing issues and standards. Facility inspections, neighborhood canvassing, delinquent licensing follow up and wild/exotic animals, and dangerous dog licensing are services provided through this program.

Objective

Indicator

Fewer Animals Requiring Shelter

<u>1997</u>	<u>2000 Projected</u>
9,677	8,850

Increase Percentage of Shelter Strays Returned to Owner

<u>1997</u>	<u>2000 Projected</u>
10%	11%

Increase License Revenue Toward Expanded Services

<u>1997</u>	<u>2000 Projected</u>
\$220,886	\$275,577

Enforcement Program:

This program enforces county, city, and state regulations establishing care and control requirements of animal ownership in Clark County. Officers of this program represent the Southwest Washington Health District in animal bite/rabies control issues and provide emergency response to animal concerns primarily involving domestic pets, livestock and wildlife, within urban service districts. Five Animal Control Officers provide urban and rural service programs seven days per week through a priority system identifying emergency, daily and follow up categories of service requests. Approximately 11,000 service requests are responded to annually. An individual service request may require multiple responses before closed. Night and holiday response to animal emergencies is provided through a service contract with a private vendor.

The priority response system of service delivery was developed to coordinate available resources. This program has experienced a 23% increase in complaints/service requests over the past five years. During the same period there has been a 31% increase in reports of vicious dogs and animal cruelty, the categories deemed the highest priority. The program response has been to maintain performance goals related to public safety and welfare issues.

<u>Objective</u>	<u>Indicator</u>		
Priority Response:	<u>Priority</u>	<u>Goal</u>	<u>Actual</u>
	RED Imminent danger to people, animals or property. Assistance to public safety agencies	30 min	40 min
	BLUE Public assistance. Perceived hazard or threat is not occurring at this time.	8 hrs	1 hr 44 min
	GREEN General nuisance & services Not identified within codes	48 hrs	155 hrs

Hearing Program:

This program provides for an administrative hearing process to resolve appeals of enforcement actions taken by the division. It tracks all of the division's citation and impoundment activity and is responsible for the scheduling, organization and determinations of all appeal hearings as well as compliance with penalties and orders of corrective action resulting from Hearing Officer decisions. Through this program the majority of animal-related violations of local ordinances are resolved without impacting the criminal justice system.

Appeals of enforcement actions have been reduced during a period of increased activity by the enforcement program. This may be attributed to enhancements to the divisions case management procedures.

<u>Objective</u>	<u>Indicator</u>	
Percent of Appeals scheduled within 30 days	<u>1997</u>	<u>2000</u>
	100%	100%
	<u>1997</u>	<u>2000 Projected</u>
	213	128
	<u>1997</u>	<u>2000 Projected</u>
Percentage of Notice Of Violations Appealed	16%	10%

F. Feedback & Analysis

Animal Protection & Control (APC) receives feedback from our stakeholders through a variety of resources. Analysis of input from diverse sources may provide a generalized concept of the community's service needs. The division perceives this analysis function as a fundamental process that provides indicators of changing trends, and perceptions, and an opportunity to initiate necessary program changes. Examples of input by stakeholder:

General Public

Public Meetings

- The APC Advisory Board holds regular monthly evening meetings to solicit, and facilitate, public involvement in program and policy development.
- Annual reports and five-year plans are presented to elected officials. Customer satisfaction surveys are utilized in the development of these reports.

Public Access

- APC is a seven- (7) day per week operation. Weekend access to animal control officers is available through message numbers and 911 referral.
- Complaint lines are accessible 24 hours per day with on-call service at night and holidays. Multiple Information telephone numbers are published with 24-hour access.
- The division web page provides access to general information, a variety of applications, and ordinances reorganized by general concerns.
- Customer service comment cards are prominently available at the APC office.

Interest Organizations – Local Regulatory Agencies

Outreach Programs

- APC maintains a division level liaison program with enforcement agencies and neighborhood associations to encourage communication and proactive response to issues.
- The licensing program conducts an annual canvassing program-providing information, and visibility, in neighborhoods throughout the County.
- Twenty-four (24) agent locations are available for license transactions and information pamphlets.

Partnership Programs

- Many fundamental services are delivered through partnerships with local non-profit organizations. Partnerships are formed through agreement for cooperative actions to address community concerns.
- Regional, State and National Associations
Active membership provides access to support, training, liaison, and program evaluation resources.

Elected Officials – Local Government

- Regional service provision provides contact with elected officials of multiple jurisdictions.
- Workshops and complaint tracking systems provide feedback on the perception, and expectation, of APC programs.

G. Performance Gaps & Issues

Each program of the APC division utilizes partnerships in providing services. These partnerships range from volunteer advisory boards to contracted agents for selling pet licenses. While such methods of service provision can be complicated and lead to delay when implementing new policy and procedure, it also provides an interactive link to the division's stakeholders that enhances the ability to identify trends and perceptions the programs need to address.

Enforcement Program

Animal Shelter

Mandated by Code

- The fundamental service mandate of Title 8 Animals is the provision of a shelter for the housing care and recovery of stray animals. This program is out-sourced to the SW Washington Humane Society.
- The shelter service program is dependent upon a single source contractor.
- Long range planning of the shelter vendor for a new facility may not include animal control services at the new location. Current proposals are for APC services to remain at the current location.
- Policy determination of the Society to provide contracted services is dependent upon a board of directors which may be subject to change in membership, community perception, and political outlook.

Partnerships

Essential

- Partnerships are a form of volunteer services in which the cooperative organizations maintain their own identity and priorities.
- Volunteers are a generally unreliable resource on which to base mandated services.

Service Mandates

Mandated by Code

- Federal, State and health district policy determinations created unfunded mandates.
 - USDA APHIS inspection & regulation of exotic animal facilities is restricted,
 - WA State Dept of Wildlife has privatized nuisance wildlife control.
 - The public turns to local authority to avoid fees.
 - SW WA Health District amended rabies exposure protocol has increased workload and health hazard for APC staff.
- Historic mandates in direct competition with private enterprise

Equipment

- Budget limitations restrict equipment resources.

Essential

Service Request Analysis	1997	2000 Projected
Domestic Nuisance: Dead Animals; At Large Pets; Noise Nuisance; Animals in Distress	5975	7512
Livestock Issues: At Large & Cruelty	404	363
Vicious: Vicious Dogs; Animal Bites:	1269	1602
Cruelty to Animals: Domestic Animals	588	837
Other: Wildlife; Licensing; Miscellaneous	326	827
TOTALS	8,562	11,141

Administration Program

Historic Service Guidelines

Discretionary

- Higher expectation than other for other regional jurisdictions. Examples are:
 1. 7 day per week, 24 hour response.
 2. No categorical exceptions by animal types.
 3. Resources do not match public expectations for time of response.

- Customer Service guidelines often equate to convenience service for the public.

- Public service policy often places APC in conflict with private vendors. Examples are Nuisance Wildlife Operators licensed by the state and private pet transport vendors.

- Membership interest is derived from special interests organizations and does not reflect general public.

- Special interests attempt to direct operations.

- Recommendations by this board are often in conflict with the County policy guidelines of fiscal responsibility.

Advisory Board

Mandated by Code
Discretionary in application

Partnership Conflicts

Discretionary Policy
Essential in Nature

- Partnerships are only successful if perceived as mutually beneficial. APC also regulates organizations in partnerships.

- Competition for resources in areas of donations and volunteer assistance

- As a facilitator agency APC easily becomes a target for service complaints.
- Government is perceived as the panacea for all communities problems, while actual resources are restricted

AGENCY	FIELD OFFICERS	POPULATION	POPULATION PER OFFICER	SERVICE DESCRIPTION (Field Response)	JURISDICTION DESCRIPTION
Camas/Washougal	2	14,801	7,400	Dog control only	Urban
Skamania County	1	10,000	10,000	Dog & Livestock	Rural
Multnomah County	18	1,164,330	64,685	Full domestic animal	Urban
City of Spokane	8	300,000	37,500	Small domestic animals	Urban
Columbia County	1	40,000	40,000	Dog control only	Rural
Clark County	5	335,000	67,000	Domestic; livestock; urban wildlife	Urban/Rural
Tacoma/Pierce (Humane Society)	13	649,001	49,923	All domestic animals	Urban/Rural
Clackamas County	4	261,480	65,370	Dog control only	Urban/Rural
Washington County	4	323,800	80,950	Dog control only	Urban/Rural
Cowlitz County (Humane Society)	3	90,001	30,000	Private vendor; humane society; all domestic animals	Rural

Licensing Program

Technology Essential

- Technological enhancements have been hindered by lack of revenue resource.

Community Issues Discretionary

- Special interest organizations inadvertently hinder enhancements. This occurs through the support of code language, which allows license accounts to fluctuate through various fee categories.
- Pet licensing perceived as an unwarranted intrusion into family life, not as a fee base for services. Voluntary compliance limited.
- Fee base is transient in nature. Outreach and enforcement efforts generate non-voluntary licensing. Renewal compliance limited.

Hearing Program

Historic Policy Guidelines

Discretionary

- Public can access service at no cost.

Funding

Essential

- Accountability for non-compliance is very poor. Collection of fees and penalties is not cost effective, but the program has benefits in resolution of community livability and public safety issues.

Resources

Essential

- In order to generate enhancement to the quality of this program APC has removed resources from enforcement program.

H. Goals, Objectives & Tasks

Goal:

Responsive, cost efficient programs.

Objective:

To have identified goals for baseline service delivery such as an ACO to population standard, service by animal type and clarification of discretionary customer service issues. Fully automated systems utilizing technological enhancements such as voice activated software linking pertinent databases for internal and external stakeholders. Electronic storage of enforcement program actions with goals of a paperless method of report tracking. License transactions processed through barcode and scanning. Provide additional human resources through the establishment of volunteer programs in areas of disaster response, animal rescue and equine foster programs.

TASK	TIMELINE	STAFF
Conduct outreach to interest groups regarding participation. Provide assurance program not in competition with their volunteer programs.	January 2002	Tim Jennings
Written guidelines for tasks involving volunteers.	November 2001	Adrienne Renk
APC Advisory Board review strategic plan & incorporation recommendations into advisory board 2003 Five Year Plan.	July 2002	Tim Jennings
Develop licensing fee category recommendations.	September 2001	Tim Jennings
Integration of public safety sites into GIS & CRCA database.	May 2002	Dennis Davidson
Identification of equipment, software programs & associated costs: <ul style="list-style-type: none">• Enforcement Program	December 2001	Dennis Davidson
Identification of equipment, software programs & associated costs: <ul style="list-style-type: none">• License Program	December 2001	Mary Liddle
Identification of equipment, software programs & associated costs: <ul style="list-style-type: none">• Hearing Program	December 2001	Adrienne Renk

Goal:

Enhance public outreach program.

Objective:

Increase community partnerships for grant support and new funding initiatives. Increase APC visibility and expand sources of educational materials. Emphasis APC Web Page as the key public information access and interaction method for the public.

TASK	TIMELINE	STAFF
Information brochures by topic.	June 2002	Jennene Maitland
Non-agent sites for dissemination of information. Educational signs at public locations.	February 2001	John Scukanec
Coordinator for tracking all special program progress.	February 2001	Mary Liddle
Identify enhancements to web page.	December 2005	Chuck Ramsey

Goal:

Program to enhance employee professional development.

Objective:

To establish baseline mandates for training and certification requirements for all staff.

Within an identified timeline all staff will have achieved a level of cross training and efficiency in all applicable programs.

TASK	TIMELINE	Staff
Identify past training and or certifications per employee.	December 2000	Mary Liddle
Responsibilities & action plans for Special Programs.		
<i>Enhanced Patrol</i>	January 2001	Dennis Davidson
<i>Bite Prevention</i>	January 2001	Chuck Ramsey Teri Wilson
<i>Disaster Planning</i>	January 2001	Darcy Hendrickson Barbara Dunn
<i>C.A.L.L.</i>	January 2001	John Scukanec
<i>Animal Nuisance Control</i>	January 2001	John Scukanec
<i>V.I.P.</i>	January 2001	Jennene Maitland
<i>APC Advisory Board</i>	January 2001	Tim Jennings
<i>Neighborhood Outreach</i>	January 2001	Dennis Davidson
Update operations manual to be inclusive of all division, department and County programs.	January 2002	Mary Liddle
ACO certification utilizing standards equivalent to Washington Animal Control Association Officer Academy.	June 2002	Tim Jennings
Revised criteria for case management investigative further action.	September 2001	Tim Jennings

Goal:

Long range plan for animal shelter services.

Objective:

Work with regional governments, Board of SW Washington Humane Society (SWWHS) and interest organizations to identify long range goals for animal shelter services.

TASK	TIMELINE	STAFF
Contact local municipalities regarding future shelter services. Identify interests and review options	July 2001	Tim Jennings
Contact Board of Directors of SWWHS regarding plans for new shelter and animal control contracts.	January 2001	Tim Jennings
APC Advisory Board review & incorporation into advisory board Five Year Plan.	October 2002	Tim Jennings
Present options to elected officials	June 2003	Tim Jennings

